Chief Executives Board for Coordination

29 May 2018

Conclusions of the High-level Committee on Management at its thirty-fifth session

(Valencia, Spain, 12 and 13 April 2018)

Executive summary

The thirty-fifth session of the High-level Committee on Management was held in Valencia, Spain, on 12 and 13 April 2018, supported by the United Nations Information and Communications Technology Facility, Valencia. The meeting included a regular session, with the participation of staff federations and the International Civil Service Commission (ICSC), and an executive session for Committee members only. The agenda was organized around the following main themes:

(a) Moving from risk aversion to risk management: creating value for the United Nations system;

(b) Duty of care for United Nations system personnel;

(c) Addressing sexual harassment within the organizations of the United Nations system;

(d) Innovation and data for a new working culture;

(e) Advancing common business operations in United Nations country teams;

(f) Collaboration with the International Civil Service Commission.

The Committee dedicated a full morning session to examining how United Nations system organizations have been developing and putting in place risk management tools and frameworks to reform management processes, improve efficiency and bring greater value in support of the 2030 Agenda for Sustainable Development. This thematic discussion was structured around the vision outlined in a recent memorandum by the Secretary-General describing a proposal for an integrated platform on crisis prevention, the underlying principles of which would include a fundamental culture shift to risk-aware, proactive, cross-pillar work and a common risk methodology and integrated analysis.

The Committee heard from several members, including the representative of the United Nations Representatives of Internal Audit Services, on how organizations were changing their narratives on risk management from one in which compliance was the core aspect to one in which management empowerment and value for the organization had become central. The Committee also discussed operational approaches to strategic engagement with partners, including on tools and innovations for effective partnership risk management practices.

18-08592 (E) 130618

Please recycle

The Committee reviewed and adopted proposals for new measures and tools that its task force on duty of care had developed in the course of one year of work. The vast majority of those measures extended the duty of care to all staff, including locally recruited staff. Particular emphasis was placed by the task force on the need to properly understand the risks to which the workforce was exposed, in particular at high-risk duty stations, and on the need to avoid, mitigate or manage those risks. The Committee also noted the need to use a risk management approach as far as was reasonable and practicable, including what was possible within given resources, through an iterative process of continuous improvement as contexts changed.

The Committee received a progress report by the Chair of the United Nations System Chief Executives Board for Coordination (CEB) task force on addressing sexual harassment within the organizations of the United Nations system and was invited to review the measures and recommendations developed by the task force over the previous three months and provide guidance and input towards their finalization.

The Committee subsequently engaged in a discussion on the application of new thinking and behavioural patterns, leading to a reformed business culture that enabled innovation. Members also discussed a vision of having United Nations system data aligned with the Sustainable Development Goals and the actions to be taken to develop a road map to meet that vision and address the related data gaps that currently existed.

It was proposed that a common approach towards frontier technologies would allow United Nations entities to take a leadership role in outlining ethical principles when applying new technologies both in their internal business operations and when supporting member States in implementing the 2030 Agenda.

The Committee discussed its engagement with the Business Innovations Group of the United Nations Sustainable Development Group to carry out the work requested by the Secretary-General in advancing common business operations, increasing common premises and mainstreaming the principle of mutual recognition of policies and procedures. It agreed that work should move forward with pilots and that the Committee's main roles should be in the simplification of policies and procedures at the global level and in ensuring progress with respect to mutual recognition.

The Vice-Chair of ICSC presented an update on the deliberations of the Commission at its eighty-sixth session. The representatives of staff federations highlighted some concerns with regard to the quality of collaboration and to transparency in decision preparation, analysis and decision-making by the Commission and suggested that a tripartite working group could be established to reflect on ways to improve collaboration and working methods.

The Committee appreciated the openness shown by Commission members in considering proposals to improve family life for staff members in category D and E duty stations, stressed the need for close collaboration with the Commission and took note of the comments and suggestions by staff federations on making dialogue more honest and open.

A full afternoon was reserved for an executive session among Committee members only, at the conclusion of which the Committee confirmed its continued commitment to a strong and cohesive United Nations common system and the urgent need for an open, in-depth effort by ICSC, system organizations and staff federations to conduct a comprehensive review of current collaboration issues and address those issues in a constructive manner, to be initiated at the eighty-seventh session of the Commission.

I. Introduction

1. The thirty-fifth session of the High-level Committee on Management was held in Valencia, Spain, on 12 and 13 April 2018, supported by the United Nations Information and Communications Technology Facility, Valencia. The full list of participants is contained in annex I hereto, and the list of documents is contained in annex II.

2. The meeting included a regular session, with the participation of staff federations and the International Civil Service Commission (ICSC), and an executive session for Committee members only. The agenda was organized around the following main themes:

(a) Moving from risk aversion to risk management: creating value for the United Nations system;

(b) Duty of care for United Nations system personnel;

(c) Addressing sexual harassment within the organizations of the United Nations system;

(d) Innovation and data for a new working culture;

(e) Advancing common business operations in United Nations country teams;

(f) Collaboration with the International Civil Service Commission.

II. Moving from risk aversion to risk management: creating value for the United Nations system

3. The Committee dedicated a morning session to examining how United Nations system organizations have been developing and putting in place risk management tools and frameworks to reform management processes, improve efficiency, enable more effective delivery of services and bring greater value in support of the 2030 Agenda for Sustainable Development.

4. The discussion was structured around the vision outlined in a recent memorandum by the Secretary-General describing a proposal for an integrated platform on crisis prevention, the underlying principles of which would include a fundamental culture shift to risk-aware, proactive, cross-pillar work and a common risk methodology and integrated analysis. Those principles were also aligned with the Secretary-General's vision of a new management paradigm aimed at empowering managers to determine how to best use their resources to support programme delivery, by transferring greater responsibility to them and by holding them accountable for the performance of their programmes.

5. The Committee heard from the representative of the United Nations Representatives of Internal Audit Services, who noted that there had been good progress in the area of risk management across the United Nations system, that risk management was a continuously evolving process aimed at making informed decisions and that a holistic approach, linking enterprise risk management to an organization's strategic planning, should be taken.

6. The Committee discussed how organizations were changing their narratives on risk management from one in which compliance was the core aspect to one in which management empowerment and value for the organization had become central. The Committee heard from the World Food Programme on its experience with taking a holistic and integrated approach to risk management. The Committee also received

contributions from the World Intellectual Property Organization and the United Nations Secretariat on changing the risk management culture of their organizations and empowering managers. One important takeaway from those experiences was that changing the culture of an organization took time and such an objective should be framed within a realistic timeline.

7. The Committee also discussed operational approaches to strategic engagement with partners and learned about the anti-fraud strategy of the United Nations Children's Fund (UNICEF), as well as its tools and innovations for effective partnership risk management practices. The Office of the United Nations High Commissioner for Refugees (UNHCR) shared its approaches to reporting fraud or presumptive fraud to donors.

8. Many organizations noted that the discussion was a very timely one, as organizations were moving through different maturity levels of risk management and their risk management models were evolving. The Committee raised the issue of risk tolerance and risk appetite, noting that holding discussions on risk appetite could help to facilitate culture change. Members stressed the need to incorporate acceptance of residual risk, including risk appetite, into organizational policies and that discussion thereof should proceed with the full engagement of the auditors.

9. The Committee agreed on the need to consider risk-based budgeting, go beyond the identification and quantification of risks and allocate resources to areas where risks have been identified.

Decisions

10. **The Committee agreed on the need for joint, cross-functional engagement towards the system-wide harmonization of risk management practices, including sharing information on fraudulent behaviour by implementing partners; assessments of risk appetite and risk tolerance; incorporating the acceptance of residual risk into organizational policies; implementing smarter upstream controls; examining the cost of controls compared with the value of the potential loss that they are intended to mitigate; and the development of common definitions of risk categories to enable a common approach to reporting risks.**

11. **As part of that work, the Committee requested the Finance and Budget Network to take the lead in developing a common approach to reporting fraud and presumptive fraud and to put forward a proposal for consideration by the Committee at its fall 2018 session. The Network should also be asked to review how risk analysis might be incorporated into the budgeting processes of United Nations system organizations.**

III. Duty of care for United Nations system personnel

12. The Committee discussed the proposals for new measures and tools that its task force on duty of care, led by UNHCR and UNICEF, had developed in the course of one year of work. The cross-disciplinary approach to this work was highlighted as a successful model for future complex assignments.

13. The Committee joined the Secretary-General in strongly advocating equitable and commensurate treatment of national staff and recognized the valuable and often critical contributions of national staff globally.

14. Particular emphasis was placed by the task force on the need to properly understand the risks to which the workforce was exposed, in particular at high-risk duty stations, and on the need to avoid, mitigate or manage those risks as well as

possible. The task force also worked on assessing instruments and strategies that allowed for a better systematic management of such risks.

15. As some of the measures discussed were under the purview of ICSC, the Committee received a briefing on recent changes in the hardship classification methodology, with increased weighting of factors related to duty of care beyond security. The revised hardship methodology takes into account with equal weight several additional elements, namely health, housing, isolation and local conditions.

16. A proposal submitted by organizations to ICSC was also presented, to address the situation of staff in very difficult (category D and E) duty stations that were nevertheless classified as "family duty stations" on the basis of their security situation. The aim was to provide greater flexibility to staff members with family in deciding whether to bring their family to such duty stations, which presented factors (such as educational or medical facilities) not conducive to family life.

Decisions

17. **The Committee emphasized that the duty of care constituted a non-waivable duty on the part of the organizations to mitigate or otherwise address foreseeable risks that might harm or injure personnel and their eligible family members. Duty of care within United Nations organizations therefore required the use of a risk management approach as far as was reasonable and practicable, including what was possible within given resources, through an iterative process of continuous improvement as contexts changed.**

18. **The Committee adopted all of the new measures and tools outlined in document CEB/2018/HLCM/5/Rev.1 and noted that the vast majority of the measures extended the duty of care to all staff, including locally recruited staff. The major points can be summarized as follows:**

(a) **The Committee adopted a comprehensive and standardized predeployment package for national and international staff, as well as a programme outline for a newly designed training package for managers operating in high-risk environments to be integrated by the United Nations System Staff College into its own course offerings;**

(b) **The Committee adopted minimum standards for living and working conditions for high-risk and isolated locations, applicable to all United Nations organizations, with the standards for working conditions to also benefit locally recruited staff;**

(c) **In recognition of the multifaceted responsibilities towards personnel in high-risk environments, the Committee decided to develop a risk management framework specific to the duty of care, with a structured evaluation process, including a dashboard with standards and indicators that could provide the senior-most management of the organizations with clear information on local hazards and how they should be addressed;**

(d) **The Committee adopted, as a standard for the United Nations, the assessment manual for referral hospitals prepared by the Medical Services Division and requested the United Nations system medical directors to continue their already advanced health risk assessments, with a focus on high-risk duty stations, and to complete them by the end of 2020;**

(e) **The Committee adopted the principle that personnel in high-risk environments should have adequate bandwidth to communicate with their families and for tele-health services, in accordance with established parameters;**

(f) Online claiming for medical insurance was adopted as a standard, and organizations were requested to appoint a focal point on appendix D to the Staff Rules and to make their name and contact details available on the intranet site;

(g) The Committee adopted the principle that, at any duty station, administrative measures should be devised to allow personnel to receive the necessary medical services from any type of United Nations clinic, including Department of Peacekeeping Operations clinics;

(h) The Committee adopted access to essential health services as a standard for United Nations personnel and requested organizations to review their policies on medical evacuation in the light of this standard and to conduct the actuarial studies necessary to make decisions. The inter-agency committee of the Medical Insurance Plan for United Nations locally recruited staff at designated duty stations away from Headquarters, which had established the regional areas of care, was requested to formalize terms of reference and standard operating procedures in consultation with the task force on duty of care;

(i) The Committee adopted, as a standard, where feasible, the practice of allowing locally recruited staff in high-risk environments to take up to five consecutive working days of accumulated compensatory time off. It also adopted, as a standard, safe transportation from the residence to the office for locally recruited staff, subject to local security conditions, as advised by the Security Management Team;

(j) The Committee adopted the revised terms of reference for the task force on duty of care.

IV. Addressing sexual harassment within the organizations of the United Nations system

19. At its second regular session in 2017, CEB established a task force on addressing sexual harassment within the organizations of the United Nations system, to enhance system-wide coherence and coordination on an issue that required priority attention across the entire system.

20. The Committee received a progress report by the Chair of the CEB task force and was invited to review the measures and recommendations developed by the task force over the previous three months and provide guidance and input towards their finalization.

21. In response to the progress report, the Committee commended the task force for its work and the speed with which it delivered substantive results.

22. The Committee noted that harassment of any type was antithetical to the principles of the United Nations. Sexual harassment, in particular, was the manifestation of a culture of discrimination and privilege based on unequal gender relations and other power dynamics related to age, grade, nationality and status and undermined the credibility of the Organization and degraded its staff.

23. Reflecting on experiences and challenges in dealing with sexual harassment, the Committee made a number of overarching observations, including the following:

(a) **Enhancing coherence**. The development of system-wide standards, in particular in the areas of prevention, reporting, investigation and communication with regard to sexual harassment, was instrumental to enhancing coherence and coordination among United Nations entities on this important issue;

(b) **Implementation mechanisms**. The credibility of a zero-tolerance policy depended on an organization's ability to devise strong implementation mechanisms to complement the regulatory and policy frameworks on sexual harassment, to have in place effective protection measures against retaliation and to hold perpetrators to account;

(c) **Tone from the top**. Emphasis was placed on the key role of the senior-most leadership in communicating and demonstrating zero tolerance;

(d) **Victim-centred approach**. The perspective of victims of sexual harassment needed to guide the United Nations system's approach and be systematically integrated into measures to address the issue;

(e) **Prevention**. Stress was placed on the need to strengthen the culture of prevention across the Organization and take concrete preventive actions to increase awareness and effect behavioural changes, with emphasis placed on leadership commitment and the role of managers;

(f) **Links with other forms of prohibited conducts**. It was clarified that there were many linkages between sexual exploitation and abuse and sexual harassment in the workplace, but that the two needed to be considered and addressed as separate, albeit connected, issues;

(g) **Investigation**. Stress was placed on the need to urgently enhance the system's investigative capacity and to significantly reduce the time taken to complete investigations of sexual harassment allegations, notwithstanding the need for thoroughness, and, mindful of due process and confidentiality requirements, members called for greater transparency in the investigative process;

(h) **Data**. The Committee emphasized the importance of data and the need to improve system-wide collection thereof;

(i) **Underreporting**. The Committee took note of the information collected through questionnaires and the analysis of causes for underreporting and encouraged member organizations to review and adjust their monitoring mechanisms to ensure systematic data collection on case reporting and related outcomes;

(j) **Communication and outreach**. More detailed and systematic communication to staff using a variety of communication channels and outreach tools was seen as an effective way to enhance awareness and increase trust in the organization.

Decision

24. **To advance a coherent and victim-centred approach, the Committee supported the recommendations put forward by the CEB task force with respect to the following actions:**

(a) **Adoption of a uniform definition of sexual harassment, to be applied consistently by all United Nations system organizations, that explicitly requires the perspective of the target of sexual harassment to be considered when assessing the conduct in question;**

(b) **Harmonization of policy, including the development of common principles for a policy framework applicable to all United Nations system entities;**

(c) **System-wide collection and analysis of data to ensure timely and accurate reporting and evidence-based policymaking;**

(d) **Establishment of a system-wide screening database to avoid the rehire, within or between entities, of an individual whose working relationship with a**

CEB entity ended because of a determination that the individual had perpetrated sexual harassment;

(e) **Development of awareness-raising, communication and outreach tools on the prevention of and responses to sexual harassment in the workplace, including a common guide for managers.**

25. The Committee was of the view that, once fully established, the screening database should also provide, in full respect of due process and the right to privacy for appropriate mechanisms for the listing of cases involving pending allegations of sexual harassment for which an investigation and/or disciplinary process has begun and where the subject of the allegation separated prior to the conclusion of the investigation or disciplinary process. Recourse options for an individual to challenge inclusion in the database may need to be further defined.

26. With regard to the set of common principles for a sexual harassment policy reference model, as proposed by the CEB task force, members highlighted a number of issues that needed to be included as work progressed. Several members called for a stronger emphasis on prevention (principle 2) and an expansion of preventive measures to include continuous training, education and office dialogues (principle 9). With regard to scope, the policy needed to be mindful of issues related to national project personnel (principle 3). Members also suggested that the issues of anonymous complaints and the rights of the complainant should be addressed in formal and informal complaint resolution mechanisms (principles 4 and 5). The issue of a confidentiality protocol should also be addressed as part of the model policy.

Decision

27. **The Committee supported the continuation of the work of the CEB task force, to ensure that comprehensive and coherent responses were devised, in consultation with staff, civil society organizations that have been active on this front and all other relevant stakeholders (ombudsman, gender focal points, etc.). Specifically, the Committee supported a focus on the following priorities:**

(a) **Finalization and adoption of a United Nations system sexual harassment policy reference model;**

(b) **Institutionalization of system-wide mechanisms for the collection and analysis of data to ensure timely and accurate reporting and evidence-based policymaking;**

(c) **Expansion of the screening system to include individuals with pending allegations of sexual harassment for which an investigation and/or disciplinary process has begun and where the subject of the allegation has ceased working with the entity before the investigation and/or disciplinary process has been completed;**

(d) **Development of proposals to strengthen investigative capacity;**

(e) **Development of awareness-raising, communication and outreach tools on the prevention of and responses to sexual harassment in the workplace;**

(f) **Sharing of best practices among United Nations system entities in the area of helplines and/or hotlines, including options for extending existing agreements with external service providers with a view to enhancing system-wide coherence and gaining efficiencies, and the presentation of a proposal for consideration by the Committee at its thirty-sixth session;**

(g) **Development of guidelines for professional conduct at United Nations events.**

V. Innovation and data for a new working culture

28. The Committee engaged in a discussion on the application of new thinking and behavioural changes to create a culture that enabled innovation in system organizations.

29. The United Nations Innovation Network (www.uninnovation.network), an informal network established to help United Nations agencies to leverage new approaches and technologies, presented its approach to strategic engagement with innovation partners with a view to longer-term strategic collaboration focusing on innovation, scalability and impact. The Network is open to representatives of all United Nations agencies; to date representatives of over 50 United Nations agencies and departments have joined.

30. The United Nations Innovation Network conducted a live survey with the Committee and compared the Committee's answers on questions relating to ease of and commitment to innovation with those of leading innovators from over 20 United Nations agencies. The survey revealed that both leaders and innovators considered it hard to innovate in their organizations and that the biggest barriers for innovators were in establishing partnerships and in procurement. Leadership was viewed as being supportive of innovation, and almost half of Committee members and United Nations innovators indicated that their leadership was committed to it.

31. On the basis of a real-time assessment, the Committee explored how barriers to innovation could be overcome, including (a) how to ensure that the United Nations has the right skill set and expertise to support the use of new approaches and technologies; (b) how the risks of innovation could be assessed, taking into account the rewards and paybacks that they might bring; (c) how partnership procedures could be streamlined to allow smaller companies and start-ups to partner with the United Nations; (d) how procurement processes could be innovated to become faster and less burdensome; and (e) how senior leaders could lead a cultural change to become more open to innovation.

32. Among the multiple issues raised, the Committee discussed involving oversight bodies to a greater extent to ensure that they understood the value and methodologies of innovating; adopting a risk-based approach to decision-making that also took into account the risk of not innovating; creating a mindset that gave people the freedom to fail; and using lessons learned through those actions to innovate even further.

33. The Committee also discussed its vision of having United Nations system data aligned with the Sustainable Development Goals, and the actions to be taken to develop a road map to meet that vision and address the related data gaps that currently existed.

34. The Committee recognized that there was an emerging opportunity for the United Nations to demonstrate a leadership role in shaping a global understanding of ethics in the application of autonomous and intelligent systems. As expressed during prior CEB discussions on the subject, the United Nations system should be humble on the technology side but very bold in ensuring that the application of new technologies did not conflict in any way with the principles of the Charter of the United Nations and "the very essence of civilization".

Decisions

35. **The Committee agreed that a common approach towards frontier technologies would allow United Nations entities, both individually and collectively, to take a leadership role in outlining ethical principles when applying new technologies both in their internal business operations and when supporting member States in implementing the 2030 Agenda. It was also**

recognized that the ethical and implementation challenges associated with frontier technologies presented both management and policy-setting issues that needed to be addressed in a concerted manner.

36. **The Committee agreed to engage with the United Nations inter-agency privacy policy group organized by the Office of Information and Communications Technology and the Global Pulse team to develop high-level principles on the cross-cutting issue of data privacy, in consultation with the Information and Communication Technology Network and the United Nations Innovation Network, with the aim of (a) protecting the human rights and fundamental freedoms of individuals, in particular the right to privacy; (b) harmonizing standards for the protection of personal data across United Nations system organizations; and (c) facilitating the accountable and responsible processing of personal data for the purposes of implementing the mandates of United Nations system organizations.**

VI. Advancing common business operations in United Nations country teams

37. In his report entitled, "Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet" (A/72/684-E/2018/7), the Secretary-General renewed his commitment to advancing common business operations in United Nations country teams; requested all entities to accelerate efforts to meet the mandate under the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system to operate according to the principle of mutual recognition of best practices in terms of policies and procedures; and requested the Committee and the United Nations Sustainable Development Group to devise a strategy that would see the establishment of common back offices for all United Nations country teams by 2022.

38. The Committee discussed its engagement with the Business Innovations Group to carry out the work requested by Secretary-General in advancing common business operations, increasing common premises and mainstreaming the principle of mutual recognition of policies and procedures.

39. The Committee emphasized that upfront investments would be required to carry out some of the work, including full-time project teams. Some agencies expressed their concern regarding moving towards common premises as it could generate additional costs for those agencies that were normally hosted rent-free by local authorities at the country level.

40. The Committee also discussed the importance of agreeing on clear accountability frameworks when making decisions with regard to shared services and the need to clarify the respective roles, responsibilities and accountability of service providers and service recipients.

Decision

41. **The Committee confirmed its commitment to collaborating with the Business Innovations Group and agreed that work should move forward with pilots. It also agreed that the Committee's main roles should be in the simplification of policies and procedures at the global level and in ensuring progress with respect to mutual recognition. The Committee also agreed to take a cross-functional approach to this work, with input from the Committee's various networks, as required.**

VII. Collaboration with the International Civil Service Commission

42. The Vice-Chair of ICSC presented an update on the Commission's deliberations at its eighty-sixth session.

43. The representatives of staff federations highlighted concerns that recent decisions by ICSC on post adjustment had led to significant dissatisfaction among staff that resulted in industrial action. They highlighted that the concerns of staff were not based solely on negative survey outcomes but related, to a large degree, to issues with the quality of collaboration and with transparency in decision preparation, analysis and decision-making. They suggested that, in the same way that the Commission periodically reviewed elements of the conditions of service of common system staff, it was perhaps time to consider a review of ICSC itself. For that purpose, a tripartite working group could be established to reflect on ways to improve collaboration and working methods.

44. The Committee appreciated the openness shown by Commission members in considering proposals to improve family life for staff members in category D and E duty stations, stressed the need for close collaboration with the Commission and took note of the comments and suggestions by staff federations on making dialogue more honest and open dialogue.

Decision

45. **A full afternoon was reserved for an executive session among Committee members only, at the conclusion of which the Committee confirmed its continued commitment to a strong and cohesive United Nations common system and the urgent need for an open, in-depth effort by ICSC, system organizations and staff federations to conduct a comprehensive review of current collaboration issues and address those issues in a constructive manner, to be initiated at the eighty-seventh session of the Commission.**

46. The Committee noted that, in the past, a number of review efforts had been either conducted or requested, and that those efforts had already resulted in a number of recommendations, decisions and resolutions pertaining, for example, to a better gender balance and an enhanced focus on expert experience within the Commission, agreements to amend the Commission's rules of procedure to accommodate more collaborative decision preparation, prioritization and work planning, and recommendations for enhanced consultative processes.

47. The Committee highlighted that further challenges remained and merited more in-depth review and assessment. These included (a) the composition and functioning of the ICSC secretariat; (b) working methods and potential efficiencies in the work of the Commission; (c) the need to review the Advisory Committee on Post Adjustment Questions and its role, with a general focus on enhancing internal control and oversight; (d) improvements in ICSC collaboration with system organizations and staff federations; and (e) ways to ensure that ICSC was an enabler of human resources reform.

48. The organizations noted with concern the negative impact on staff morale and the rise of legal appeals as a consequence of recent ICSC decisions and stressed the need to ensure that managerial, operational and legal issues of importance to the organizations were adequately reflected in ICSC deliberations and decisions.

Decision

49. **The Committee supported a structured and comprehensive review of ICSC operations. It noted that, in conducting such a review, prior review efforts should be carefully analysed and decisions and recommendations emanating from those initiatives should be fully implemented.**

Annex I

List of participants

Chair: Jan Beagle, Under-Secretary-General for Management of the United Nations Secretariat

Vice-Chair: Kelly Clements, United Nations Deputy High Commissioner for Refugees

Secretary: Remo Lalli, Chief, Geneva Office of the United Nations System Chief Executives Board for Coordination

Simona Petrova, Director, secretariat of the United Nations System Chief Executives Board for Coordination

Organizations	*Name, title and division*
United Nations	Jan Beagle, Under-Secretary-General for Management
	Peter Drennan, Under-Secretary-General for Safety and Security and Chair, Inter-Agency Security Management Network
	Martha Helena Lopez, Assistant Secretary-General for Human Resources Management
	Lisa Buttenheim, Assistant Secretary-General for Field Support
	Jay Pozenel, Director, General Legal Division
	Adele Grant, Senior Administrative Officer, Executive Office of the Secretary-General
International Labour Organization	Greg Vines, Deputy Director General for Management and Reform
	Mark Levin, Director, Human Resources Development Department
Food and Agriculture Organization of the United Nations	Aiman Hija, Director, Finance Division, Corporate Services Department
United Nations Educational, Cultural and Scientific Organization	Hong Kwon, Director, Bureau of Human Resources Management
International Civil Aviation Organization	Vincent Smith, Director, Bureau of Administration and Services
Joint United Nations Programme on HIV/AIDS	Gunilla Carlsson, Deputy Executive Director, Management and Governance
World Health Organization	Roberto Balsamo, Management Officer
Universal Postal Union	Pascal Clivaz, Deputy Director General
International Organization for Migration	Laura Thompson, Deputy Director General
International Telecommunication Union	Anders Norsker, Chief, Information Services Department

Organizations	*Name, title and division*
World Meteorological Organization	Angiolo Rolli, Director, Resource Management Department
International Maritime Organization	Linda Ryan, Director, Administrative Division
World Intellectual Property Organization	Ambi Sundaram, Assistant Director General, Administration and Management
	Chitra Narayanaswamy, Director, Programme Planning and Finance (Controller)
International Fund for Agricultural Development	Stéphane Mousset, Director and Chief of Staff, Office of the President and Vice-President
United Nations Industrial Development Organization	Fatou Haidara, Managing Director, Directorate of Corporate Management and Operations
World Tourism Organization	José G. Blanch, Director of Administration and Finance
International Atomic Energy Agency	Mary Alice Hayward, Deputy Director General and Head, Department of Management
United Nations Conference on Trade and Development	Adnan Issa, Chief, Resources Management Service
United Nations Development Programme	Susan McDade, Assistant Administrator and Director, Bureau for Management Services
	Darshak Shah, Deputy Assistant Administrator and Deputy Director, Bureau for Management Services, and Chief Financial Officer
	Henriette Keijzers, Deputy Executive Coordinator, Multi-Partner Trust Fund Office
United Nations Environment Programme	Moses Tefula, Chief, Budget and Financial Management Service
Office of the United Nations High Commissioner for Refugees	Kelly Clements, United Nations Deputy High Commissioner for Refugees
	Hans Baritt, Controller and Director, Division of Financial and Administrative Management
United Nations Children's Fund	Fatoumata Ndiaye, Deputy Executive Director, Management
United Nations Population Fund	Laura Londén, Assistant Secretary-General and Deputy Executive Director (Management)
	Andrew Saberton, Director, Division for Management Services
World Food Programme	Manoj Juneja, Assistant Executive Director for Resource Management and Chief Financial Officer
	Robert Opp, Director, Innovation and Change Management
United Nations Office on Drugs and Crime	Dennis Thatchaichawalit, Director, Division for Management

Organizations	*Name/title and division*
United Nations Human Settlements Programme	Kazumi Ogawa, Chief, Office of the Executive Director
United Nations Office for Project Services	Patricia Moser, Director, Procurement Group
United Nations Entity for Gender Equality and the Empowerment of Women	Moez Doraid, Director, Division of Management and Administration
World Bank	Jos Verbeek, Manager and Special Representative to the United Nations and the World Trade Organization
International Monetary Fund	Chris Hemus, Director, Corporate Services and Facilities Department
Other representatives:	
International Civil Service Commission	Aldo Mantovani, Vice-Chair
	Regina Pawlik, Executive Secretary
United Nations Volunteers programme	Olivier Adam, Executive Coordinator
United Nations Information and Communications Technology Facility, Valencia	Michel Bergeron, Acting Director, Global Service Centre Support Office
International Trade Centre	Gerry Lynch, Director, Division of Programme Support
International Criminal Court	Ivan Alippi, Director, Division of Management Services
Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	Patrick Grenard, Director, Division of Administration
High-level Committee on Programmes	Kayoko Gotoh, Secretary
United Nations Representatives of Internal Audit Services	Anthony Watson, Chief Internal Auditor, International Labour Organization
United Nations Sustainable Development Group/ United Nations Sustainable Development Group Office	Anders Voigt, Business Operations Adviser
Federation of International Civil Servants' Association	Brett Fitzgerald, President
Coordinating Committee for International Staff Unions and Associations of the United Nations System	Guy Avognon, Vice President, Field and Security Issues

Annex II

Checklist of documents

	Title	*Summary sheet*	*Document symbol*
	Provisional agenda	Not available	CEB/2018/HLCM/1/Rev.1
	Provisional programme of work		CEB/2018/HLCM/1/Add.1/Rev.1
I.	Guidance note for the retreat: from risk aversion to risk management — creating value for the United Nations system	Not available	CEB/2018/HLCM/2/Rev.1
	Revised terms of reference of the High-level Committee on Management task force on implementing partners		CEB/2018/HLCM/8
II.	Guidance note: innovation and data for a new working culture	Not available	CEB/2018/HLCM/3
	Progress report: United Nations system new data cube	Yes	CEB/2018/HLCM/4
III.	Report of the task force on duty of care	Yes (revised)	CEB/2018/HLCM/5/Rev.1
	Annexes to the report of the task force on duty of care:		Not available
	– Annex 1: overview of 13 deliverables		
	– Annex 13: terms of reference — cross-functional task force on duty of care, continued		
	– Annexes 2 to 12 available at: **Error! Hyperlink reference not valid.** (*not for printing*)		
IV.	Progress report by the United Nations System Chief Executives Board for Coordination task force on addressing sexual harassment within the organizations of the United Nations system	Yes (revised)	CEB/2018/HLCM/6/Rev.1
	Annexes 1 to 7 to the progress report by the United Nations System Chief Executives Board for Coordination task force on addressing sexual harassment within the organizations of the United Nations System		CEB/2018/HLCM/6/Ann.1-7/Rev.1
V.	Briefing note on advancing common business operations in United Nations country teams, increasing common premises and mainstreaming the principle of mutual recognition	Yes	CEB/2018/HLCM/7
Final report of the twenty-seventh session of the Inter-Agency Security Management Network (February 2018) (*not for printing*)		Yes	Not available